

THE PUBLIC RELATIONS JOURNAL

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**TODAY'S MOST WIDELY DISCUSSED BUSINESS
DEVELOPMENT**

By EDWIN W. CRAIG

TEMPERANCE AND TOLERANCE

By J. HANDLY WRIGHT

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How About Guaranteed Annual Wages?

THERE IS, today, probably more thinking and planning going on in the field of guaranteed wages than there ever has been before.

Two new studies have been put out by the U. S. Bureau of Labor Statistics which you can get for a few cents if you want to study them. Just write to the Bureau at Washington, D. C.

Guaranteed wages is an idea that appeals to almost everybody, including most managements and most labor unions: it has the advantage of enabling everybody to know what his costs and income are going to be and to plan ahead with confidence. The \$64 question, however, is still unanswered: *who is going to do the guaranteeing?* The experts have no corner on the answers: you and we can think it out just about as well as they can.

In the first place where do wages come from? Let's consider your own payroll for example. The corporation, of course, makes out the payroll checks, but where do we get the money? *Everybody knows the answer to this: we get it from customers.* There is no other place for us to get it.

The actual cash possessed by any corporation is a teaspoonful compared to

annual payroll. This means that the only way to guarantee wages is for the customers to guarantee that they will keep on paying enough to meet the payroll that would be "guaranteed" to you.

Now who are these customers and where do they get the money they spend on the things we make and sell? They are other workers making and selling other things and using *their* payroll to supply the money needed to meet *your* payroll. So we meet ourselves coming around the far corner—and where are we? Can we, *as customers*, guarantee each other's wages, *as workers?*

Several important things enter into this problem. Suppose we all could rig up a plan to guarantee each other's wages. Then, suppose we change our mind about what we want to buy and how much we want to pay for it? What force is there to guarantee that we will make good our guarantee? *There is only one such force—and that force is government.*

Government is already forcing guaranteed wages in several fields—in the post office, the army, in the schools, etc.—by taking money from us in taxes and using it for payroll. But do we want the government to force us to guarantee each other's wages in *all fields?* That is the big ques-

tion to which the planners of the guaranteed wage must find an answer—and it is a toughie.

No management in its right mind would blindly oppose the principle of the guaranteed annual wage because it simplifies the employee-relations problem and brings the wage earners much closer to the management. But on the other hand, it would constitute a betrayal of the freedom of the worker to enter into any scheme that would require constant government intervention for its success.

There are several plans in force today that are called guaranteed annual wage plans, but in reality are not. In effect, all they do is say: "We promise to pay to the workers a certain per cent of whatever we get from the customer. If this amount goes up, the payroll goes up." Ever since these plans have been put into effect, prices have continued to rise and everybody has been happy.

The real test of their workability will come when and if prices begin to fall, which will mean a decrease in wage rates. It is a brand new approach to the hourly wage problem because it gives production worker's wages the same character as a salesman's commission: the wage rate he gets depends on how much the customer pays.

This "commission" idea is the only type of "guaranteed income" that could be put into effect without turning the economy into a totalitarian state. To guarantee a given number of dollars is im-

possible for any corporation to do unless government stands ready to buy everything that is made at the price needed to pay the guaranteed wages. This would be totally out of place in the American scheme of things, because the government in turn would have to force the customer to buy what was made at a price that would make their guarantee workable.

There can be no freedom in any country without three basic freedoms: *the freedom of the worker* to get as much as he can; *the freedom of the owners of the business* to get as much as they can and *the freedom of the customer* to pay as little as possible to both the worker and the owner. If these three groups are allowed to exert themselves, we go through a constant series of free bargaining processes, and finally strike one that is satisfactory to all three parties.

Nobody ever gets paid as much as he would like and nobody ever is able to pay out as little as he would like. As long as all parties are free to bargain we can strike a happy compromise. The greatest enemy of freedom is any kind of arbitrary force and when we start guaranteeing anything we begin to introduce the element of force.

Freedom is not the easiest way of life because the things we want to do have to square with the things other people want to do, but it certainly is the best way of life.

There is no other way in which we can pursue life, liberty and happiness.

The foregoing, by FRED G. CLARK and RICHARD RIMANOCZY, is the first of a series of editorials to be issued monthly by the American Economic Foundation for use by AEF contributors in house organs or other media as desired.

Today's Most Widely Discussed Business Development

By

EDWIN W. CRAIG

PUBLIC RELATIONS is today the concentration point for study and effort throughout the entire sphere of American business. It is today's most widely discussed business development, and public relations activities have become an established part of management operations in practically every business in the country.

In some businesses, these activities are highly organized. In others, they constitute perhaps a superficial attempt to derive, without organization or expense, the benefits which are seen to accrue to those who are well advanced in this relatively new phase of American business life.

Whatever the degree of organization, it is certain that today nearly every business man realizes that the success of his business must depend on public acceptance . . . on the good will which follows a good name. Few business men are not conscious today of the benefits of a public relations program, and practically all are endeavoring to adapt its beneficent relationships to their individual affairs.

It might seem, then, that it is safe to regard "public relations" as having "come of age." It might be assumed that it is now a standardized science, to which a business could turn for a given quantity of aid, in a given situation or under a given set of circumstances, and derive a given amount of benefit.

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Such, of course, is far from the situation which actually exists. "Public relations" is not a precise science. It has no cut and dried rules. It is not something which can be turned on and off at will and produce a specified amount of good.

For several years now, I have had on my desk, and have used on a number of occasions in talking to our people, a few pertinent statements from some of the public relations pioneers in American business. At the risk of being trite, I want to quote them to you. The first comes from Arthur W. Page of A.T.&T., who is certainly well known to every public relations man. Several years ago, he said:

"The task which business has, and which it has *always* had, of fitting itself to the pattern of public desires, has lately come to be called 'public relations'."

This definition comes from Henry Weaver of General Motors:

"Public relations means finding out what the people like and doing more of it, and finding out what they don't like and doing less of it."

And from another General Motors man, the well-known public relations specialist, Paul Garrett:

"Public relations is not something that can be applied to a particular phase of a business,—nor is it a sort of umbrella covering everything but touching nothing. It is rather a fundamental attitude of mind, a philosophy of management, which deliberately, and with enlightened selfishness, places the broad interest of the public first in every decision affecting the operation of the business."

I don't suppose you came here this morning expecting to find here on the platform a sleek and shiny new working

model of a "public relations" machine which, at the push of a button, would begin grinding out good and favorable public relations . . . but, if you did, you were certainly doomed to disappointment, because there is no such machine here.

While "public relations" is a scientific direction of *all* relationships with *all* publics, it stems from the psychological realm and therefore deals with the constantly changing areas of human thinking, human reactions, human opinions.

What is more, because of this human element, it has no fixed formulae; its operations are just as subject to change as the public mind,—that of the whole public, or any of the individual publics, or any single individual.

It is not a test-tube science. It has very little short-term or temporary value. "Public relations" cannot be used for a week or a month or even a year and then forgotten. It is a long range activity. Its benefits are cumulative. What is accomplished today may stem from something done months or years ago. And, to complicate the understanding of public relations, what was correct practice last year may not be correct practice today.

Need Basic Pattern

It is apparent, then, that an approach to the consideration of public relations calls for the establishment of a basic philosophy. There must be a pattern of thinking along the line of public relationships to which all members of a business can subscribe, and which these members will all use. They must all know what their relationships to the public are supposed to be before they can effectively perform their individual jobs.

Establishment of this basic philosophy is, of course, the responsibility of top management,—but it must not be the exclusive domain of top management. Once established as the public relations philosophy of the business, the philosophy must be instilled in every employee, from those in the highest posts to those en-

gaged in the most minute activity. For everyone, whether in direct public contact or not, has a role in this public relations program that is to be set up.

And since, for these two days, we are going to be considering the public relations job from the standpoint of the business of life insurance, here is an additional consideration which we cannot afford to overlook. Our business, more than any other, is made up of countless human contacts. Every one of these contacts is an exposure. In every one of them, public good will is exposed to an opportunity for gain or loss. In every one of these contacts, a small fragment of our good will is at risk. If the contact is satisfactory in service and in courtesy, it builds a small fragment of good will which, added to other satisfactory contacts, not only maintains, but promotes greater good will. If the contact fails in service, in courtesy, or in satisfactory explanation, a fragment of good will has been lost, ill will has resulted, and public relations impaired. An accumulation of such fragments will soon destroy the usefulness of the individual, and, if over a large area, will destroy the institution itself.

Once the philosophy is established, the next step is the creation of the techniques of performance. And this means performance in every phase of activity in which the business operates.

Too often, both management channels and employees down the line are inclined to regard the public relations program as the portion of the job which relates to telling the public about what is being done. This educational and publicity part of the work is important, of course, but it is only a portion of the job,—the smaller portion, as a matter of fact. Because publicity is what we *say* we are, and public relations is what we *actually are*.

Must Know All Publics

The techniques of the public relations work, if they are to be effective, must cover the whole range of activities in-

involved in relations with *all* publics. These techniques must begin with the proper handling of intra-office affairs and carry through to institutional problems.

Continuing research is necessary to know at all times the public needs, public wishes, public reactions, and public opinion.

Personnel Important

Personnel constitute one of the important publics to be considered. Indeed, this is one of the *most* important, for, unless the employees are content, work in harmony, understand what they are doing and why they are doing it, and know how they and their organization should relate to the public, it will be difficult for them to render the maximum performance in public interest.

Then, too, these techniques must cover the mechanical and production side of the business. In general business, this means the plant operations, the product designing, and every detail involved in creating the goods which are to go to the public; in life insurance, this means the policy shaping, actuarial operations, medical and underwriting functions, and all details involved in creating policies for sale and handling policyholder funds.

Costs become a vital factor in public relations; sales effort, mail handling, telephone contacting,—in short, every activity you can think of in connection with a business is involved and should be considered in developing the techniques of performance.

And herein lies one of the important handicaps and hazards in developing the effective public relations program. Techniques can become the trees which obscure the forest. This is true, of course, in all activities, not only public relations. Technical detail can become a fetish. Over-worked and over-developed, it can become the motivating force to the detriment of the over-all program. When techniques are out of line, the philosophy back of the program may be forgotten.

So it would seem that a vital third step in setting up the functioning of an effective public relations program is to integrate the philosophy and the techniques.

These, then, are the three cycles through which a public relations program must go: First, development of the general philosophy; second, creation of the techniques of performance; and third, integration of the two into a balanced program.

Inasmuch as public relations is one of our newer phases of business activity, you can see all three of these cycles in actual operation in business organizations about you. Every business is in a different state of development, insofar as public relations is concerned. Some have been engaged in it for a long time and have highly developed techniques, carefully integrated with a sound, basic philosophy, like the A. T. & T., General Motors, and perhaps any number of your own local business neighbors who are doing equally effective jobs on smaller scales.

On the other hand, there are some who are just getting their public relations work started on an organized basis.

Some have yet to undertake this work. Many businesses have advertising or publicity programs or both, and have not yet organized their work as a definite public relations program. In many cases, top management of these firms is aware of the need for public relations work, but has thus far tried to rely on the existing operations to pick up the techniques from others and turn them on and off at will for their own purposes. This, of course, has not worked, and will not work.

Cannot Be Bought

Some do not have it, even though desirous of it, for the reason that here, for the first time, is something they cannot go into the market-place and buy, as they are accustomed to doing when new machinery is needed in the plant, or raw materials for the stock-pile.

The shipping clerk seldom makes a

good laboratory technician, nor does the laboratory technician make a good shipping clerk. Every man to his last . . . and this is nowhere so true as in the case of public relations work. It is a highly specialized area of activity, requiring specially directed effort.

No Time Schedule

There is no time schedule applicable to the development of the public relations program. That is, you cannot say that, if you set up your program in 1948, establishment of the philosophy would be your 1948 job, creation of techniques the 1949 job, and integration of the two the job for 1950, with full effectiveness to be expected after that time. Every undertaking has its own timing.

Our own Institute of Life Insurance is an example of a relatively young undertaking that has achieved a high degree of maturity in short order. Established only nine years ago, it is functioning today as one of the outstanding public relations units in the country.

Somewhat different by nature is the program of the New York Central Railroad, operating for many years, but only recently intensified and reorganized into what *Tide* has cited as one of the effective public relations jobs of today.

No, the timing follows no pattern, but depends on each business unit. It is up to the decision of each management unit as to whether its public relations program will be highly organized or loosely knit, whether it will move rapidly through the three essential cycles of development or progress slowly, whether it will function at top efficiency or just do a passable job.

But this much is becoming increasingly clear to every business man today, —public relations has assumed a position of front rank importance for every business institution in the country,—and even for the welfare of the national economy which is now, more than ever before, dependent on the stability and sound relationship of each of its component parts.

Under the present day conditions of mass production, high speed activities, large scale operations, multiplicity of competitive activities, there is an ever-increasing need for every business organization and every associated group of business firms to give close and continuing study to this matter of public relations. There is need for constant research into public needs and public interests, into product or service planning, into selling effort, general business performance and opportunities for that *plus service* in the public interest which makes of a business a good citizen in the community. This research must then be translated into actual performance. And the job must then be told to the general public and to your special publics, for they have neither the means nor the interest to develop their own understanding of what your business is, what it does, and what it means to them. We can't afford to forget that it is a sort of a fickle public, anyway, and pretty busy with other things having to do with its own affairs.

Let's get a little more specific in our analysis.

Suppose you are about to set up a public relations program for your company. What are your first steps? What would you do, step by step?

I use the generic "you," of course. This is no suggested pattern for any given "you." It is not a first person case history. It is a summary of the steps that seem to me essential to success. On this basis, then, what is step No. 1?

Top management and those to whom the operational responsibility for the program is delegated would sit down together and formulate the general philosophy of the undertaking. It is important that this be a joint effort. The director of public relations cannot function effectively unless he sits in with top management. The program should have the benefit of his creative thinking, for it would be futile to expect maximum efficiency from an arrangement by which top management

calls the moves and the director of public relations merely acts as a pawn. The adequate job of public relations reaches too closely into basic company policy and involves too often and too extensively every sphere of activity in the company, for an independent operator, down the line, to be effective.

The philosophy of the program, then, must be designed.

What are your objectives? They must be clean-cut and decisive. They must have purpose and substance.

You must set the standards,—and set them high. It is not sufficient to merely say you want good will; or that you want to tell your production job to the public; or that you want to avoid trouble.

Rather, you must determine what you want to deliver to the public, how you want to deliver it, the scope and extent of your public service, how far you want to go in educational efforts and how much of your effort is to be in the realm of performance and how much in telling the story of your performance.

You must consider all the publics you contact and those you want to reach; determine just what will be your relationship with each of these publics.

You must spread your work both intensively and extensively. Within the company, every department, every employee, must be considered. Each has a role in the job to be done.

Frankness and honesty must be made basic to all that is done. Subterfuge, devious thinking, too-clever activities, high pressure methods,—these all go out the window when public relations comes in.

No set pattern can be drawn up which would be of any use to the individual business organization. This basic philosophy for the public relations program is somewhat a combination of a code of ethics, a list of objectives, and an oath of allegiance. As such, it must be individual and meet the situation as presented individually.

Once established on the basic philos-

ophy, your next move would be to develop your techniques. These would relate to your public relations program somewhat as the organized sales talk does to the sales department. It translates the philosophy into action. It suggests a general pattern of what to do and how to do it. And, as in the organized sales talk, the over-all set-up of techniques should not be taken too seriously. It is a pattern which must be fitted to the individualities involved.

Mechanics of Performance

What is meant by "techniques"?

Well, these are the mechanics of performance. They are the plans of operation by which you will know just where every squad and platoon in your organization should be when you go into action; just what they will do; how to coordinate their work with that of others.

In the case of life insurance work, this means that consideration will be given to all these things:

How and when you will make contact with policyholders.

What type of information you want to carry to your public.

The scope of your policy forms, policy costs, policy information; how you carry to your clientele changes concerning any of these, such as cost changes, Guertin law changes, interest rate changes, new features, limitations forced by circumstances.

The role of your sales organization.

What your home office personnel will have to do in the job,—from office boy to president.

How your company correspondence and telephone contacts will be made an effective part of the job.

Where the directors fit into the picture.

Investment policies; medical and underwriting practices.

The nature and plan of operation of your specific department devoted to directing the public relations program in your company.

Your available budget will measure in some degree, of course, the specific job to be set up. But actually, so much of this work depends on the personnel performance that the budget limitation is chiefly on the degree of polish and fillip which can be given the job. All of it can be undertaken, whatever the budget.

Handle With Care

And then comes the integration of the philosophy and the techniques. This cannot be over-stressed. You cannot afford to forget at any time that techniques are like dynamite. They have a valuable and powerful job to perform,—but they must be carefully handled.

First, you must imprint the general philosophy of your program on the mind of every person associated with your company. They must realize that they carry the company's public relations job with them wherever they go, whatever they do. If your financial vice president is out in session with similar officers of other companies, doing a study of inter-company interest or engaged in institutional research, he should bear in mind that the specific job in question is not an isolated undertaking, remote from his own company's public relations. It may have a very direct effect on the public relations of his company and of the institution of life insurance as a whole. There is no isolation in business today. Consequently, this may often have to temper your actions or your findings. Whatever you do must be viewed in its public interest and in its public relations consequences.

The same thing is true of your routine activities within your company. You may be getting out a new series of policies or setting up a new policy cost schedule or arranging a new sales campaign. Those in your company responsible for the particular activity must recall at all times that their every act has a public relations significance.

Only recently we were given a striking illustration of the disastrous results of the

failure to observe this comprehensive, all-enveloping scope of public relations, when the steel industry readjusted its system of price quotations from gross ton to net ton and at the same time increased prices on semi-finished products. You have probably all been conscious of the ensuing furore. From all corners came furious attacks on the steel industry,—from the press, from Government, from Congress, from public speakers, radio commentators, even business men in other lines of business.

One of the leaders in the steel business, upon whom much of the fury was heaped, was the United States Steel Corporation. Now, U. S. Steel has a well-established public relations department. It had been, only recently, receiving plaudits for its accomplishments, especially in the field of personnel relations. In connection with the price increases which set off the disturbance and cost both U. S. Steel and the industry as a whole much Good Will, there seems to be evidence that the rise was warranted. In fact, many of the critics have frankly admitted that the price rise was justified, of itself.

What, then, was wrong?

It would appear that there was a slip somewhere in the integration of steel's public relations philosophy and its techniques. Perhaps it was the timing of the announcement; perhaps it was the nature of the announcement; perhaps it was failure to prepare the various publics directly involved. Whatever the specific cause, the fact must remain indelibly impressed on the minds of the public relations men of the steel industry that a philosophy alone is not enough and techniques alone are not sufficient. There is required a blending of the two, with public interest always in mind.

Good and Bad Public Relations

I have just been told of a case of sharp contrasts here in the East. Some of you may know the details better than I, but I wish only to sketch in the broad outline.

You folks in the New York area had quite a snowstorm at Christmas-time. We read of it throughout the country, of course, and saw the pictures in the news magazines. And in that storm, the railroads had their troubles. Suddenly, one railroad loomed up as the bad boy of the storm, and has been taking terrific punishment ever since. That, of course, was the Long Island.

Now, I am told that it snowed also on the New York Central lines and that it was just as badly hit, its trains just as tied-up, just as many people had very much the same sad tales of 15 to 19 hours of train-bound woe; and, in fact, that for the duration of the winter, the two roads had a fairly parallel story of storm delays and service breakdowns. But it was the Long Island that made Page One at the whipping post, day after day, and drew down the critical editorials in the local press. It was the Long Island that was made the subject of a public hearing by the Public Service Commission.

There can be only one answer as to why. The Long Island was evidently suffering from a sad case of under-developed public relations, while the New York Central was enjoying the fruits of a really good job of public relations.

As Ye Sow . . .

I would like to draw another case, a positive one, from current business history, to show the great good that can come in time of crisis from a good public relationship. The business I would like to cite may not have a highly organized public relations department; it may not have a public relations department at all, as such. That I do not know. But I assure you it had good public relations, and that what has just happened to that business is evidence that it has been doing a *good* public relations job under whatever form it was done.

Out in Scio, Ohio, . . . and you probably saw this story in *Life Magazine*, . . . there was a china-ware factory, set up in

1933 in a defunct pottery plant by a pottery worker from West Virginia named Lewis P. Reese. Making five-cent china, which could compete with Japanese goods, he became the biggest U. S. producer of whiteware. But, last Christmas-time, the plant burned down and Reese, who had no fire insurance, was completely washed out.

That might well have spelled the end of that pottery business, and of the business career of the man. But he had apparently done sufficiently well on the public relations front that help was immediately volunteered for a new start.

The Whole Town Helped

The townsfolk took up a collection to start rebuilding. His workers went out and cleaned up the debris. Drastically scarce steel was secured by a town delegation which went to the head office of National Steel Corporation. Even the Pennsylvania Railroad entered into the cooperative job of rebuilding by putting the steel on through trains and stopping them in Scio for unloading. Five New York stores extended loans to be paid back over ten years in cups and saucers. His pottery workers learned construction work and worked hard, even overtime, to accomplish reconstruction in record time. Women's clubs served meals to the workers. In 64 days the plant was opened again and china-ware was being produced.

That is a romance of modern business that smacks of the earlier days when most activity was on the community level. It seems to me that it is certainly the kind of a story that could not have transpired, if that business had not been living a good public relations life in its community, with its personnel, with the townsfolk, with other businesses, and with customers throughout the country.

I have used that illustration because I want to emphasize that, in my opinion, the effectiveness of your public relations work is not entirely measured by the money you spend, but by the intensity of

purpose which you adopt. You can do an outstanding job and get striking results, even without organization or budget, provided everyone from top to bottom is imbued with the philosophy of the program and is given the cue as to what to do and when to do it.

From that, I do not want the inference drawn that you do not need a budget in all cases. It is a rare case when the head of a business can carry through such an effective public relations job himself, without a full-fledged public relations organization and the necessary funds for it to function. Especially a business operating on a national scale, with personnel scattered over the country and clients in many places. A highly organized effort is needed the moment you step beyond the local scale of operations. Furthermore, as your business expands and the multiplicity of activities increases, the head of the business cannot spread his executive direction so thinly as to assume direct charge of this or any other specific activity. Delegated responsibility is the requisite.

This, however, cannot be overlooked at any time: top management must be in there with the public relations directors and vice versa, or the job is not going to be wholly efficient and effective. Management sets the pace. And that is a continuing job, not just a starting job. It must go on for the duration of the public relations program, which should be forevermore.

Today Public Relations Is Necessary

It is not sufficient today for one's business to be clean, honest, well-conducted, and of fundamental service to the public. Today requires greater skill and diligence in dealing with all the publics. Today demands a good job of public relations and no individual or business can neglect it. It is a fundamental necessity to today's scheme of things.

We in the business of Life Insurance, whose very product is an intangible serv-

ice geared to human needs, . . . we want good will, and we want favorable public opinion, but even above that, we want, by every act of every company and every individual in the business, to *deserve* these things.

Dual Character of P. R.

During these two days, you are going to hear real experts in the public relations field, with records of achievement in public relations, tell how they have done the job. I am certain that we can all return to our offices with a wealth of material and countless new ideas for future performance. I would like to urge just this one thought on you all, as you listen today and tomorrow. Keep in mind the dual character of public relations activities,—the area of general philosophy and that of techniques. Do not confuse the two. Integrate them. Sort out the ideas and classify them in the two areas, so that you can integrate them.

Doing this, I am sure that we will see life insurance public relations greatly enhanced. In the final analysis, the basic job of public relations in life insurance is going to be done by your individual companies. An over-all job for the institution is necessary and the Institute of Life Insurance is doing an excellent job in this area. But all its work can be for naught, if the individual companies do not do their share, both in performance and in carrying the story of the performance to the public. Individual company management has a deep responsibility for setting the pace.

There is particular value in such a session as this, in that both our philosophy and our techniques need frequent re-tuning in such a volatile and changeable area as public relations. We have much to learn, no matter how advanced our own progress may be, from observing what others are doing. And we do have a common purpose and a common interest,—the maintenance and improvement of our relationships with the public.

BUSINESS MUST CONDUCT ITS RELATIONS WITH GOVERNMENT AND LABOR WITH . . .

TEMPERANCE AND TOLERANCE

By J. HANDLY WRIGHT

Director, Industrial and Public Relations, Monsanto Chemical Company, St. Louis, Mo.

BYOND ITS RELATIONS with the public generally, two of the most important problems confronting all industrial enterprises today, and which have the most direct influence upon their public relations, are relations with government and relations with labor unions.

Whatever the cause, the relationships between business and government have deteriorated markedly in the last decade. Admitting that both sides to this controversy might have a case does not minimize the fact that a continuation of strained relationships works irreparable harm to both parties, and *particularly to business*. Government, as a servant of the people, will always hold the whip hand, and the public relations executive knows that the louder the dispute the more industry has to lose in prestige and public standing.

This is not a counsel of appeasement. It is merely practical recognition of the fact that "swinging from the floor" is not always necessarily the best way to win an argument or dispute. The public relations or industrial relations executive would be well advised to keep his company out of a public dispute with any agency of the government as much as possible. Private negotiations and even private fighting for what the company believes to be its right may be diligently

pursued if necessary, but the fight does not always have to reach the public.

When a company or an enterprise feels it necessary to take an issue to the public for support, it should first make sure that its position is in line with the public interest. As a coldly practical matter, the public is likely to feel that the government represents the public interest more faithfully than any company or industry. Consequently, in any public dispute with the government, a company necessarily starts out with a handicap. Public opinion is apt to be on the side of the government, anyway.

The basic clash between the collectivist ideology, which for a time gained a strong foothold in government circles, and the philosophy of private enterprise, which has sparked the growth of industry in America, provides many temptations for name-calling and bitter controversies. Too often the argument results in more heat than light, and almost invariably, in such a case, industry suffers the greater loss in public esteem. Where an open conflict between government and business is unavoidable, it should be conducted by industry at least on a high plane of reason and logic, with temperance and tolerance at all times.

Relations between business and government, and business and labor unions, share one common danger for industry. In either case it is easy for good public relations to take a licking through some thoughtless act committed in the heat of controversy. The human tendency to lose one's head in a fight, where the opposition seems utterly unreasonable, has

EDITOR'S NOTE: The accompanying article is an extract from *Chapter VIII* of the book, *Public Relations in Management*, written by Handy Wright and Byron C. Christian, to be published by McGraw-Hill Book Company for fall, 1948, release.

brought many public relations headaches to both sides.

Nejelski and Company, New York, management counsel, conducted a survey among business and labor leaders to find out what men on each side thought of their adversaries. In its report the research organization said:

What comes out of this study as "cause for alarm" *is not the body of issues* in dispute between union and company officials. The most disturbing result is the existence of highly charged emotional attitudes on both sides which will interfere with the reasonable solution of whatever issues there are. A strong *intolerance* and *lack of respect* marks the comments of both sides on the opposing leader. The dangerous tendency to lump the thousands of people on the other side into one iron-clad stereotype is obvious.

That's the end of the quote but just the beginning of the problem. As all of us know, a serious labor dispute can wreck or impair all the good work that a company has done in building up its public prestige. Consequently, labor policies must be considered a vital part of any public relations program.

It is a prime duty of the public relations and industrial relations executive, therefore, in time of labor crisis, to see that he does nothing in the heat of the controversy that irreparably damages his company's prestige with the public, no matter how great the temptation of the moment. In any labor dispute, management must remember one bitter rule: Generally speaking, the labor union starts with public sympathy on its side. It is just human nature for public support to turn spontaneously to what the public considers the under dog. Let there be no doubt in anyone's mind that in a controversy between a corporation and its employees, the individual workers are usually considered the under dog. That public opinion sometimes reverses itself

in matters of this kind is more often a testimony to the stupidity of some labor leaders than the wisdom of industrial managers. In those labor disputes where public opinion is clearly on the side of management the cause is more often labor's than management's.

The public relations dangers lie in the steps taken to enlist public sympathy on the side of management. In carrying out their battles for public support, the leaders of both management and labor have used every available means of propaganda to argue their side of the case. An interesting recent development in this respect is the purchase of advertising space in newspapers for announcements to the public or statements to employees.

The value of such strike advertising in improving public relations is open to debate. The argument is not so much with the method as with how the method is used. Lee Graves, of Hutchins and Graves, Inc., New York, discussed the subject in an article in *Printers' Ink* as follows:

Any labor lawyer can testify to the fact that an attack by management on an established union helps to unify it. Because it deepens its determination and antagonism. Argument and attack call forth counter-argument and counter-attack. It would be pleasant if human beings retired gracefully when they are proved wrong. Unfortunately, they don't. Ads showing "why the company is right and why the union is wrong" strengthen the union because of man's natural aversion to admitting he's in the wrong. More important than any of these immediate effects is the long-range effect. The resentment aroused by heated argument during a strike doesn't fade out completely at strike's end.

It is obvious from Mr. Graves' statement that careful thought should be given by all of us to the question of airing any dirty linen in public.

(Please turn to page 17)

Public Relations As a Career for Women

By MARY PENTLAND

Public Relations Counsel, New York City

BEFORE we discuss what public relations offers as a career, let us agree on a definition for public relations itself. I define public relations as a two-fold responsibility—that of developing constructive policies—and of making these policies known to the public in terms that are understandable and that create favorable attitudes toward the industry, the organization, government, person or product concerned.

Public relations actually can be called the diplomatic arm of management. It is the State Department of a government.

It is what you do to win favor with your associates, your friends, your family. There is nothing strange or remote about public relations—it involves all that is done, said or written that merits public favor and that moulds public opinion. It is the impression your voice gives when you answer the telephone. It is what Dale Carnegie talks about when he tells you how to win friends and to influence people.

Public relations is what recruited war workers, built blood banks and staffed the nation's volunteer war services. Public relations is being put to work again to arouse public acceptance of conscription for national military training. Public relations is continually put to work—by government, by industry, by worthy organizations. It takes a well thought out public relations program to raise funds for cancer research, for the infantile pa-

ralysis foundation and for other worthy organizations. It takes sound, constructive public relations to secure endowments for universities and colleges.

In brief, public relations is basically the workings of the inescapable laws of cause and effect. The Bible says, "*As ye sow, so shall ye reap*," and never was that more true than in public relations. For public relations put into action can build a force for evil or for good.

Hitler employed public relations techniques to sell the people of Germany his philosophy of hate and greed.

Mussolini turned to public relations methods to win acceptance for his conquest of Ethiopia. Both built their programs on hatred, bigotry and greed and so they failed. For in public relations you truly reap what you sow. No lasting gains can be harvested from a program that is not first and always geared to the public need and the public welfare.

All public relations work involves the moulding of opinion—the changing of *closed minds to open minds*. This means applying to situations the basic principles of human behavior so that management may recognize the public attitudes that can be expected to result from any course of action under discussion. In turn it may mean appealing to the desires, emotions or instincts of people to sway public opinion or to influence public action favorably toward a policy, idea or product.

In other words public relations involves both the guiding of policies and the interpreting of these to the public.

Actually constructive public relations action is always economical and practical for it eliminates the waste and friction that can result from misunderstandings.

The accompanying article was first presented as a talk by MISS PENTLAND at Sarah Lawrence College, Vocational Conference on Job Training and Job Opportunities, Bronxville, New York, April 21.

Dr. Walter Reilly, eminent authority on human engineering, says that the "most prevalent reason for failure to make progress is, not lack of ability, but pitiful ignorance of how to get along with people and to understand them." This statement implies the widespread need for public relations knowledge. All around us every day we see examples of the pitiful lack of understanding among people. We see it among our national leaders. Undoubtedly you each know one or several persons who, as you might say, "just naturally put a foot into it every time he or she tries to express an idea to others."

What such persons need, what we all need, is more knowledge and understanding of the unchanging laws of human behavior, more skill at turning closed minds into open minds, more understanding of what Dr. Reilly calls, "THE LAW OF INTELLIGENT ACTION."—In short, what is needed is better public relations.

There is nothing in this work of public relations—nothing in the analyzing problems, the guiding of policies, or the influencing of people that makes it a man's business any more than a woman's.

It is an open field and a promising one to every person who has the broad cultural education, the knowledge of tools and techniques and the basic characteristics that are essential for constructive work in this field.

There are some who may quarrel with this statement, for public relations is new among the professions and to date no single standard of practice, or simple list of qualifications, have been agreed upon. There are nearly as many opinions on the subject as there are practitioners in the field.

Real Opportunity for Women

However, few would question the opportunities this work offers to women. In fact, there is greater acceptance of women at executive levels in public relations than in most of the other professions. Perhaps this is true because public relations has

come of age in a period marked by widening recognition of women in all branches of public and business life.

It also may stem from the fact that the very nature of public relations work implies unbiased thinking and freedom from prejudices—both of which have hampered women in the more tradition-bound professions such as law and medicine.

Need for Training and Guidance

While there are vast opportunities for both women and men in public relations work today, more adequate training and wiser occupational guidance are needed. This will be increasingly true as requirements and qualifications for work in this field continue to crystalize.

Though public relations is among the new professions, actually it has been practiced by wise men and women in their public dealings for many generations. One of the great public relations speeches of history was that of Anthony to the Roman citizens at the burial of Caesar, when he turned public opinion against Brutus.

Franklin Delano Roosevelt's "*Fireside Chats*" were public relations moves that united this nation during its unparalleled depression of the thirties and again during its preparedness for a second world war.

Certainly Winston Churchill's understanding of British people and his knowledge of public relations techniques prompted that famous speech in which he asked of war-torn England even greater sacrifices and promised them in return only more, "*Blood, Sweat and Tears.*"

There are scores of such examples to be learned from the pages of literature and of history. From the public relations records we also know that this profession has progressed, as others have, by the trial and error method. Public relations won recognition as an accepted and desirable arm of management only within the past two decades.

Lawyers, newspapermen and editors

have been the pioneers of public relations. Lawyers, with vision to see the human as well as the legal rights of people; editors and writers, fired by the desire to find constructive, happier endings to their factual stories about life—these are the women and men who turned their skills towards shaping policies that were fair to all concerned and toward interpreting these policies to the public in terms that could be understood by all who read or listened.

This was the beginning of public relations as we know it today. As acceptance of public relations grows, there is increasing recognition of this two-fold responsibility of policy making and of opinion moulding. Both place an obligation upon the public relations worker to bring to the problems original thinking and sound judgment.

In medicine and in law the treatment of every new situation or problem is guided by case histories, by research findings and by previous records. There are no such guide books for public relations workers. Approaches and techniques have to be kept as fluid as the changing world in which we live.

P. R. Is Skilled Work

However, there are skills to be acquired for public relations work—just as there are skills to be learned in other professions. Knowledge of these can be acquired as part of college work; even proficiency can be developed in the use of many of the tools that are part of public relations work.

Understanding of people heads the list of requirements for public relations work—and for this, the study of social sciences is recommended. The wisdom and understanding of people that is needed in public relations was adroitly expressed by Edwin Markham when he wrote

*"He drew a circle and shut me out—
But I had the wit to win:*

I drew a circle that took him in."

Of the social sciences, psychology will

aid you most in developing the wit to win favorable action when you seek to influence public opinion. In the study of social sciences you will learn also those unchanging laws that govern human behavior. You will need to know these if you ever wish to draw a circle that includes any or all of the publics you try to reach in public relations work.

In addition to knowing people and how to appeal to them—in public relations you need facts to present. Robert Browning phrased this in one of his poems in which he wrote: *"The common problem, yours, mine, and everyone's, is not to fancy what were fair in life, provided it could be, but finding first what be, then find out how to make it fair."*

Must Evaluate Objectively

This truly is the common need of all public relations workers—you need to avoid prejudices, sentimentalities, and opinions in studying a problem. You need to analyze situations clearly, honestly from the facts at hand. Facts not fancies, understanding not prejudices, are required to discern and to evaluate public relations problems.

When the facts are assembled, when the problems are clearly defined—"then find out how to make it fair." For the responsibility remains always to make certain that any wrong situation or biased policy is righted, any poor product is corrected, before it is presented to the public.

This implies high ethical standards for public relations work. Actually this work demands the same principles of good character which you accept for your personal standard of behavior. Most important are *integrity—accuracy—good judgment—and intelligent action*. A public relations counsel needs all these.

A public relations counsel needs discretion too, for the relationship between the counsel and the client is as confidential as that of a lawyer. The client's good and bad points have to be considered—basic problems and future plans discussed.

Only from such knowledge can sound advice and guidance be given.

The public relations worker, and particularly the public relations counsel, is morally responsible for the public opinion he or she helps to shape. For public relations to succeed, it has to be good relations for every one concerned—for the client, for the counsel, for the channels of communication and above all for the public to whom the program is geared.

This Is Satisfying Work

If you are not discouraged over the complexities and responsibilities of public relations work, let me add that I believe there is no other business or professional life that offers such satisfying work, such enriching experiences and stimulating contacts as you will find in this field.

There is no other profession that offers such an opportunity for applying all that you learn, all that you believe and all that in your opinion is worth striving for.

You should be warned, however, that this is no occupation for clock watchers or for those who are easily discouraged. Hard work will be demanded of you. You will be drained of all the knowledge you can attain and be left wishing that you knew more.

The working hours will be long and can not be set by union rules or planned schedules. When a situation develops, or a problem has to be solved, the work may demand continuous concentration for eight or for eighteen hours. Whatever the job at hand requires, the public relations worker is called on to give.

Having taken this frank look at public relations and what it offers as a career, you may wish to know how college training can help to prepare you for this work. Let me state briefly that everything you learn can be applied in public relations work. However, certain studies are essential. The social sciences head this list. Study of economics is important, for a wide knowledge of business practices will

be needed. Familiarity with economic trends, awareness of social problems and acquaintance with techniques for gauging public opinion—all these are desirable and useful kinds of information.

Add also those studies which develop logical thinking. Include history, political science and all of the writing and literary courses that are offered. In fact a broad cultural education is desirable for such knowledge contributes to good taste, flexibility and broad-mindedness and provides a basis for good judgment and a facility for expressing one's ideas.

Specialized studies are to be recommended to acquaint you with the tools and channels of public relations work. You will need more than a surface knowledge of the channels through which ideas are communicated to the public. These include printed media such as periodicals, bulletins, newspapers and trade publications.

Visual channels such as motion pictures and other pictorial educational materials are important also. Then you should acquire skill in communicating ideas by the spoken word through radio programs, lectures and discussions of all kinds.

Each of these mediums has its own techniques and, in four years of college work, it is doubtful if you can acquire more than a surface knowledge of them and a mere acquaintance with the scope of this field.

However, a mastery of words certainly should be aimed at during college years by every student who looks hopefully toward public relations as a career.

The Art of Words

In public relations the word is truly mightier than the sword. In this work words are your weapons. Words are the cutting edges for your thoughts. For it is the business of public relations to communicate ideas. For this you will need to know all that you can learn about words. Even pictures are not a universal lan-

guage, since these are understood always in terms of the audience's own knowledge and experiences. Your knowledge and your ideas will be only for your own enjoyment and amazement, unless you learn to give them expression.

You need words with which to voice your thoughts—words that can convey your exact meaning—words with which to speak and to write effectively to all kinds of people. Too much emphasis cannot be placed on this phase of preparation.

If public relations still sounds like an inviting field, you should start your training now. A college degree is desirable. At present it is not essential for work in public relations though the trend is in that direction. However, broad cultural background is imperative, to equip you for a sympathetic and intelligent approach to all types of people and all kinds of problems.

To learn the language of public relations and to grasp the scope of this field, you should start reading the journals that deal with public relations subjects. These include: *Public Relations News*, *Tide*, *Advertising Age*, *Printers' Ink* and *THE PUBLIC RELATIONS JOURNAL*.

As soon as possible you should under-

take a project or an apprenticeship in the public relations field so that you may gain experience and practical information about the mechanics of the business.

Having done all this, you are going to ask me how you secure your first paying position in this field. That is the \$64.00 question that never has a \$64.00 answer.

Unfortunately in public relations as in all professions, you start always at the bottom of the ladder. Your ability, the breadth of your knowledge and understanding, and your ability to express your ideas effectively will determine just how far up the ladder you can go.

Office girls in public relations organizations begin at \$20.00 a week. Somewhat more is paid if you know how to type. Small town newspapers and industry house organs often take inexperienced but well schooled beginners at salaries from \$25.00 to \$30.00 a week.

Skill in writing and speaking can win you a place at a considerably higher figure. Beyond this, what you do and the speed with which you progress will be measured by your ability, by the efficiency with which you work and, as always, by your own public relations in making contacts and in winning friends for yourself.

TEMPERANCE AND TOLERANCE

(Continued from page 12)

In dealing with one's employees as distinguished from dealing with a professional labor union, the question is more a matter of sound policy than defensive public relations or publicity.

So many complicating factors have been introduced in the normal day to day relationships between management and men that we are prone to overlook the basic simplicity of the subject. Every human endeavor is made up of personal contacts between individuals. This is true of the corporal and his squad, the quar-

terback and his team, the salesman and his customer, and the foreman and his workers. It is true of the foreman and his supervisor, the supervisor and the superintendent, the superintendent and the plant manager. These are all contact points in human relations, and in order to enjoy good human relations these contact points must be pleasant and effective.

In the strengthening and improving of these contact points, lies both our challenge and our opportunity.

"Hold fast to the form of SOUND WORDS."

By

JOHN W. DARR

I SHALL TAKE MY TEXT from the Second Epistle of Paul the Apostle to Timothy.

It was in this Epistle, as no doubt you will recall, that the world's first great missionary—and the greatest direct-mail advertiser that ever lived—passed on the torch of his evangelism to one whom he called "my dearly beloved son." And it was in this Epistle, too, written from Rome at a time when Paul stood in the shadow of death in his second trial before Nero, that the tent-maker of Tarsus wrote the words that, down through the centuries since, have been quoted about men who have served great causes:

"I have fought the good fight; I have finished my course; I have kept the faith."

However, although we cannot fail to be stirred by its spiritual quality, on this occasion our interest in the Epistle centers in certain of its attributes that are purely temporal.

Without irreverence, let us bear in mind that this message to Timothy, who had been ordained as the first bishop of the church of the Ephesians, was intended to serve as what we today should call a sales bulletin. Here the vice president in charge of sales sits down to write to one of his division managers.

And, in his bulletin, what does the sales chief convey? Inspiration? Yes. And more important—some good advice!

Says Paul: "Hold fast to the form of *sound words*, which thou has heard of me."

Sound words! How well this master in their use, written and spoken, knew the power of words to persuade and convince and convert and move to action!

And Paul writes further: "And the

things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also."

Sound words, committed to faithful men, who shall be able to teach others also—than that, where are we to find a sounder, more practical, more effective formula by which to shape our efforts when we undertake that phase of public-relations practice that has been assigned to me—carrying the story to the public?

If I may interject here a personal note, it has been said of me that I embody in my make-up certain missional characteristics. And so perhaps it is natural for me to think of the vocation that I follow today as a kind of evangelism, and to regard the Apostle Paul with an order of respect that is at least partially professional.

A great man? Of course he was—one of the greatest of all time. But, as we measure his stature as a figure that shaped human destiny, let us not lose sight of his qualities as a public-relations technician. We have considered, briefly his method. As he wrote to Timothy, so he wrote to others: "The same commit thou to faithful men, who shall be able to teach others also."

Drop a pebble in the water—in a moment it is gone,
But there's half a million ripples,
rolling on, and on, and on,
Growing wider, ever wider, til they
reach the distant sea,
And there is no way of telling where
the end is going to be.

And I ask you, who are concerned with conveying ideas by means of language, to consider, also, Paul's style. As James

Vernon Bartlett, of Oxford University, has written of him: "His gospel *was always in essence the same*; but the form and perspective of his presentation varied with the *training, mental and moral*, of his converts."

As we know today, so Paul knew that what is called "the public" really consists of a number of publics. And, as we *ought* to do today, to each of his publics, in the light of its mental and moral training and its respective interests, Paul *adapted his discourse*.

And, of course, superbly endowed as he was for his mission, we must concede that Paul of Tarsus enjoyed certain advantages that his predecessors in the art of persuasion wholly lacked. In the age of hieroglyphics, for example, if a man were to send a message to another man in some distant place, he would need to engrave his text upon stone and dispatch it by truck; and such a method, as you will understand, would seriously circumscribe circulation.

But Paul could write upon papyrus, which was light enough so that his couriers could carry it to the ends of the then-civilized world; and thus the impact of his ministry was magnified many times.

And today, we who practice the arts of informing and persuading are as far advanced beyond Paul as he was advanced beyond the propagandists—if any such there were—of the Stone Age.

Available to us are the channels of the press—the newspapers, the magazines, the trade press. Available to us are many forms of printed literature—books, brochures, booklets, processed letters, mailing-pieces of kinds almost unlimited. Available to us are radio and television. Available to us are the newsreels.

Throughout we deal with words—words that are spoken, words that are printed, words that, in St. Paul's phrase, we "commit to faithful men, who shall be able to teach others also."

We seek to inform, to persuade, sometimes to convert and to move to action. And we cannot fail to concern ourselves, also, with *how* we write and speak.

Knowing, as Paul knew, that we address many publics, we shall be wise if, as he was so careful to do, we adapt the form and the perspective of our presentation to the training, mental and moral, of the publics we address and to their respective interests.

The foregoing article by JOHN W. DARR, President of the Institute of Public Relations, New York City, was excerpted from an address given by Mr. Darr before the Forum on Life Insurance Company Public Relations in New York City on March 31.

"Far and away the best prize that life offers is the chance to work hard at work worth doing."—THEODORE ROOSEVELT.

THE MARKETING MAN IN PUBLIC RELATIONS

By WILLIAM AHLERS NIELANDER

Professor of Marketing and Public Relations, The University of Texas

MARKETING in many businesses—most businesses—is now and has been for some time one of the most important operations in the business. It is no longer considered the stepchild of production.

In fact, the marketing man *is the company* in the eyes of many people outside the business: the trade, consumers, competitors, and to some extent, the public at large. In dealing with these groups, he is involved in "public relations" whether he thinks of it this way or not.

Strangely enough, however, despite the fact that business executives have become increasingly aware of the importance of the marketing man, and have placed considerable emphasis on the interdependence of the various phases of business, little recognition has been given the *interdependence of marketing and public relations*.

The importance of good public relations has largely missed the marketing man—if interest and active participation are good criteria. The time when he can remain passive in this work is long past.

The Marketing Man and the Ultimate Consumer

The end result of all the marketing man's efforts will be measured in terms of actual sales to consumers. And the consumers' buying preference will be determined somewhat by their feelings toward the company that makes the product. Therefore the marketing man should continuously check his advertising policy, copy, and lay-out to be sure they conform with current standards of good taste and appropriateness. Advertising directly affects the sale of goodwill as well as the sale of the product and should be consid-

ered in the light of its effect on public relations as well as on product sales.

Product and consumer research are techniques widely used today by marketing executives. But unless they are carefully watched they can become irritating to the ultimate consumer and the distributor. Too many questionnaires, too many interviews, too much experimentation at the expense of the user can create ill-will.

The Marketing Man and Stockholder Relations

Without the stockholders there would be no capital to sustain the business. Furthermore, the good will of the stockholders is of utmost importance to the marketing man in times of crisis or stress. If critical issues develop that directly affect the distribution, promotion or sale of the company's products, the marketing man will welcome the support of an understanding group of stockholders.

The marketing executive could improve stockholder relations by seeing that more than net sales, total expenses and earnings appear in the annual statement of the company.

True, the stockholder is primarily interested in dividends, but dividends do not materialize without sales. The stockholder is interested in *more* than can be read in the figures of an annual statement especially if additional information is well-written and attractively presented—or should we say merchandised. Such information as the general economic conditions affecting the business, the competitive situations the company faces, the promotional efforts and future marketing plans for new and old products would allow stockholders to better interpret the figures in the annual report.

The annual statement may not suffice to tell all of the marketing story of the company. The marketing man might want to develop a special report or letter to stockholders that would tell a story of the marketing activities of the company. A few companies are doing this, and find that stockholders are well pleased.

The Marketing Man and Employee Relations

The employee produces the product the marketing man sells. The less labor turnover, the less labor strife, the more enthusiasm on the part of the worker, the steadier the supply of salable goods for the marketing man to handle.

Then, the employee also is an extension of the company. He spends not more than one-fourth to one-third of his time in the "plant." The balance is spent in the community in which he lives. What he has to say about the company and its products definitely can affect the *sales* of practically any business. People tend to believe about a product what the "man who makes it" has to say.

The marketing man could well spend time explaining to employees the superiority of the company's products, how they are sold, what happens to them when they leave the plant, how they are ultimately used, what the major marketing problems are.

This would be an opportunity not only to "romance" about the company and its products, but to closely identify the worker with the company and actually to build a second sales force that will work hard and willingly without increasing the sales payroll.

Factory workers might well be given an insight into their dependence for their jobs upon successful marketing activities.

The Marketing Man and Government

Within our capitalistic system there is a trend toward more and more government regulation of business. Some writers feel we are entering a phase in business

history which they term "national capitalism." This means, among other things, that the government will be an increasingly important part of the *actual management* of business.

The marketing man feels this government regulation first. His operation within the company is most sensitive to changing business and economic conditions. Recently he has experienced such government regulations as the Miller-Tydings and the Robinson-Patman Acts. There are other regulations which already have been imposed, and likely there will be more.

The foreign relations of our country are such that another conflict may be in the making. Washington has become not only the crossroads of America, but the capital of the world in a very real sense. Whether we like it or not, it appears that there will be more government in business rather than less. The record of business men and the organizations they represent has not been good in government relations. The government has not accepted many of the ideas advanced by business, nor have relations in general been as pleasant as they might have been.

What can the marketing man do about government regulations?

First, he can examine the record of his own company's relations with the government and draw from this appraisal principles that will lead to better relations in the future.

He should examine company policies pertaining to government relations. Where these are sketchy or faulty, he should endeavor to get them repaired.

He should take part in the selection of a Washington contact man if he does not perform that function himself.

And finally, the marketing man should understand what it takes to have good government relations and should see that the company's Washington contact man has this understanding also.

It does make a difference what type of man is sent to Washington to work with

government officials. He must be well-informed about his company and be in a position to supply facts that are facts, as well as wide general information on industry. Top executives who are too far away from actual operation do not make the best representatives.

A spirit of tolerance, together with a desire to be of service stirred well with patience is a most important characteristic for the business representative to have. There is much red tape in Washington, and it does get very sticky at times, but it can be "cut" if handled properly.

No one should be sent to Washington who has not read the collected papers of Mary Parker Follett* wherein she so ably discusses the ways and means of resolving differences.

No representative should expect to ride roughshod over opposition to his company's plans and ideas. That is not the way to settle differences and keep them settled. Compromises must frequently be made.

Wherever and whenever possible the Washington representative should recognize the value and importance of *integration*. Here the ideas of both sides are discarded and something new and better than either of the original ideas is developed. It is possible to do this in Washington.

Business *can* work with government. Government officials are not a special breed of men. The author writes from experience having served several "terms" in government both at the top and down in the "boiler room." Government officials generally represent a cross-section of American life—geographically, socially and economically.

The judgment of government officials has been no better or worse than that of business. Many administrative decisions were bad because business men did not

play their part well. It is hoped that the experience of the past few years will be a guide to better government relations in the future.

Government officials are sensitive souls. Every government official knows that he will be subjected to pressure. To maintain his position he must never let a pressure from one side bowl him over. If necessary he may have to build up pressure from the opposite side to maintain himself in an upright position. The idea that business did not always play its part well calls for special comment. In emergencies man-power is short. This is true for government as it is for business.

Government called upon business for administrative help that was not always given. This is not to say that business did not help, but there were times when it could have done better. Through failure to detail men for government service, both government and industry suffered.

With the present business, economic, and world situation, there will certainly be times when a Washington representative will be needed. The marketing man and his company should determine now who should answer the call when it comes. If the *right* man is sent to Washington, the results will be surprising.

The Marketing Man and Other Businesses

Bad public relations for *any* business is likely to create bad feeling toward all business. Today no one business can operate without due regard for other business units. The general public expects business to act with a sense of responsibility for the public good.

The marketing man can take the lead in promoting—through trade associations, chambers of commerce and informal groups—a broad program of good public relations among all businesses for the benefit of the public weal. He has a rare opportunity in this respect.

He can also institute a program of "sharing information" with other busi-

*Follett, Mary Parker, *Dynamic Administration*, Edited by Metcalf, H. C. and Urwick, L.; Harper and Bros., 1946.

nesses in his industry. Perhaps he has the facilities for greater observation and research in working out the distribution problems characteristic of the industry. Smaller firms may be unable to furnish facilities for their marketing men to obtain this type of information. The industry as a whole could profit from a more even type of operation in the handling of distribution, orders, packing, shipping, etc.

The Marketing Man and Education

Schools train our future employees. Potential customers, future lawmakers come from our schools; a large portion of the general public—whose good will insures the continuance of the company—are trained in the nation's schools and colleges.

The formative years of these people's lives are spent in the classroom. The marketing man and his company have an opportunity to reach them and inform them of the company and its products.

The entire attitude of schools and universities toward business in general and toward any particular company can be changed for the better with a little planning. And the more a business can use a school, the more the school benefits, and the better public relations the business has with the school.

Specifically, the marketing man can *work cooperatively with the graduate schools of business. He can outline problems that bear upon his business for the graduate student to work out as a thesis.* Today there are more graduate students than ever before and most schools are making a real effort to take the master's thesis out of the library into timely operating situations or problems.

Here is an excellent opportunity to move toward a real cooperative program in business education such as the schools of engineering have pursued with considerable success for many years.

What better way to professionalize the schools of business and to develop an ex-

cellent source of future employees could there be than through this thesis-cooperation plan. Most of these graduate students could spend from six months to a year on a project which would develop worthwhile information and give both the student and the cooperating business organization plenty of time to "study" each other.

Business can also contribute to better training of future employees and to better operation of universities by *calling upon and using the total resources of a university.* Schools of business are usually only parts of universities. Other schools and departments—government, psychology, sociology, and anthropology—have much to contribute to the successful operation of a business.

The marketing man can see that bulletins his company puts out reach teachers in the field of business and related fields. These bulletins could add considerably to the classroom discussions. It is hard to get experienced teachers in the field of marketing. Those teaching would appreciate some help and this help should come willingly and freely.

The marketing man could invite business classes to sit in on a sales meeting, a distributors' convention or showing of slide films and movies pertaining to the company. It would help the students grasp the realities of business and marketing in particular. It would create good will for the company.

The marketing man can utilize the services of extension or evening divisions of schools and colleges. In many parts of the country this is almost virgin territory. The extension or evening division of the school system could take the burden of much of the training, especially that of junior executives and salesmen, off the hands of business. The distributive education program under the George-Deens Act has made progress, but it is far from what it should be. Perhaps the best example of what can be done in this field is the work of the American Institute of

Banking. This organization has its own text books for its cooperative programs.

Of course, business should never attempt to dominate or dictate course work or content. That would alienate the schools completely. What is needed is the willingness to advise with educators; show a friendly and understanding spirit, and to supply such materials and time as will prove helpful.

The Marketing Man and Trade Relations

There is little the marketing man can substitute for good distributor cooperation if maximum sales potentials are to be realized. Consumer demand can be developed up to a point, but irrespective of what sum of money or amount of effort is expended on sales promotion, success is not achieved without supporting cooperation from the distributor at the point of sale. As competition becomes keener, good dealer relations increase in importance. Dealer relations are receiving a great deal of attention today as the seller's market shows signs of disappearing. They will be one of the major keys to success for the marketing man from this point on.

One of the most helpful practices that some marketing men are following today in creating good dealer relations is that of consulting the dealers *before* a dealer program is formulated. Instead of *deciding* what is good for dealers, the marketing man is *asking* dealers what help they need and what are the best ways and means of establishing a working relationship between the marketing man and the distributor. If marketing costs are to be reduced and merchandising is to become more effective, it will come from this type of approach to the problem. It won't come through swivel chair decisions made in offices far remote from "the market."

Then there is the matter of correspondence with dealers. It is amazing to find how careless many companies are in their correspondence. They take twice as long

as they should in answering letters and then do a poor job. Information is incomplete, frequently inaccurate, bad in tone and form. Personal interest is often lacking. Dealers and the trade in general expect courteous, prompt, personal and complete information in the replies they receive. The neglect of correspondence is a show of bad manners that can be easily corrected.

At the moment the question of profit is being questioned and this is not the place to discuss the issue. Distributors as well as manufacturers have been facing increased costs. To reduce ultimate consumer's cost by squeezing distributors margins may be one way of making the headlines. It may not be the solution for the long pull. This question should be examined with the future in mind and not expediency of the moment.

The problem of returned goods is a perennial one. At times it is the result of overloading distributors, at other times the dealer was over optimistic. What ever the cause a policy is needed that will be fair to all, and it needs to be reviewed frequently to keep it a fair policy.

The Marketing Man and Community Relations

Unless the people of the community feel friendly toward the company, the marketing man—and the company as a whole—will find tough sledding in several important areas of their operations.

There is always the question of the economic health of the community. Marketing men with their knowledge of markets should take an interest in bringing new businesses to the community. A well-diversified community generally means a better community with improvement of the labor force, a better school system, better utilization of local natural resources, and the development of a progressive attitude.

Farm-City relations are generally poor throughout the nation. This is a most un-

(Please turn to page 40)

TELLING THE STORY OF . . .

Corporate Earnings

Case History #1: Union Oil Company, Los Angeles

• TELEVISION •

AS AN EXPERIMENT in a new method of presenting annual reports to the public, Union Oil Company of California, pioneered last month in the televising of a motion picture version of its 1947 report to shareholders and employees. For the first time in history, shareholders, employees and customers of a corporation were able to view on a television screen a factual report on the year's operations.

Frankly admitting that the idea and method of presentation were experimental, the company nonetheless televised the film, "Report for '47," in nine major cities throughout the country. The televising took place on the same day as Union Oil's annual shareholders' meeting in Los Angeles, at which time "Report for '47" received its first official showing. Subsequently, the 23-minute film has been shown to all Union Oil Company

employees in addition to a wide variety of organizations, clubs, schools and other companies and organizations.

Press comment on the film has been universally favorable in all parts of the country wherein the picture has been shown. Company officials say that where-as the idea is a good one, considerable improvement in the style and method of presentation will result from the experience gained from this first effort.

Reese H. Taylor, Union's president, provides the narration for "Report for '47," which basically deals with the sources of the company's revenues and how the funds were expended. Members of Union Oil's Executive Committee, W. L. Stewart, Jr., A. C. Rubel, A. C. Stewart and H. W. Sanders, outline the responsibilities and activities of their departments.

Case History #2: Union Electric Company, St. Louis

• A STAGE SHOW •

THIS SPRING, in St. Louis, Missouri, a large corporation added another technique to its over-all program of "Telling the Company Story" to employees. In advance of mailing its 1947 Annual Report, the corporation's year-end results were presented in a fast-clicking, 68-minute stage show.

The performers: company officials.

The audience: more than 700 supervisory employees.

The result: a resounding success.

Union Electric Company has devel-

oped an effective employee communication program that includes a monthly newspaper, quarterly magazine, special bulletins and handbooks, various types of employee meetings and forums. The utility's 5,000 employees also receive copies of the Annual Report.

But Union Electric President J. W. McAfee didn't believe this was enough. He wanted to add the spoken word to the written record.

He believed that year-end figures and a summary of significant events could be

presented with intelligent showmanship that would both invite and bring understanding to employees.

The job required long hours of thorough preparation and rehearsals. The script had to be taut, including everything of importance, yet short enough to eliminate tedium. The show had to be dramatic, expertly produced and staged, yet it couldn't have shades of P. T. Barnum.

This was what finally evolved:

President McAfee and eight other top Union Electric officials sat behind a long table on stage in the ballroom of St. Louis' Hotel Jefferson. In front of each official was a name plate, light and microphone.

Behind the table was a large screen for photo and chart slides and motion pictures. To the right of the stage was an 8 by 10 foot reproduction of the 1947 Annual Report cover and a few key inside pages. To the left was a Union Electric System map of equal size.

Well-rehearsed, the show had pace. As each official spoke, appropriate charts and photos flashed on the screen above, or a spotlight focused attention to signifi-

cant pages of the enlarged Annual Report. No one official spoke for more than seven minutes; the transition from speaker to speaker was quick and easy, without verbose introductions.

Future plans, as well as 1947 results, were emphasized. Union Electric will spend approximately \$25,000,000 annually on construction in the next 15 years, and President McAfee wanted the audience to know *why* new money will be needed, *where* it will be obtained, and *how* it will be paid for.

Excluding dinner—but including introduction of the Board of Directors and of the men and women who joined the supervisory force during 1947—the entire program took precisely one hour, 8 minutes.

The audience reception was enthusiastic. Observers reported intense audience absorption at all times. Veteran employees said they "learned things" they hadn't known in 20 years of association with Union Electric.

A selected group of civic leaders and representatives of the press also were in the audience, and their reactions were equally favorable.

*"While garlands of words and posies of charts
May stir the most barren of stockholder hearts—
Still nothing's so easy to comprehend
As 'Please find check for a dividend.'"*

—A poetic contribution on stockholder relations
by HOWARD HALLAS, Associate Director of
Public Relations, Nash-Kelvinator Corporation.

An Englishman Looks at American Public Relations

By

J. A. R. PIMLOTT

I DOUBT if I can do better in summarizing my impressions after six months study of public relations in the United States than repeat what Dr. Rex F. Harlow wrote a few years ago. He wrote that everyone was talking about public relations, yet nobody seemed to know what it was. There was, he said, a "crazy patchwork of ideas."

It is certainly not for lack of information. Want of fluency about their activities and their mission in society is not one of the faults of American public relations practitioners. Nor is want of helpfulness to a stranger. I have met a large number of leading practitioners — in business, labor unions, education, Government, voluntary organizations. As is equally important, I have also met a large number of lesser ones. I have read fairly widely into the voluminous literature. I have studied the curricula of Boston and other universities which are taking the lead in public relations training. I have talked with academic experts in public relations, public opinion, communications and other related subjects.

Yet, after it all, the picture still re-

mains confusing. At the same time, much of the fascination of the study derives from the very absence of a set pattern. Much of the difficulty is due to the speed of the changes which are taking place. Much of the interest lies in what seems to me to be the central question which—whether all of them know it or not—is exercising public relations leaders. This is the question of their role in society, and it underlies a large part of public relations discussion. Until it is resolved the present uncertainty and fluidity are bound to continue.

Public relations activities are by no means confined to the United States, but there can surely be no country where there has been anything comparable to the extraordinary efflorescence of American public relations, particularly since the war. It is not simply that under all sorts of names public relations directors are to be found in practically every type of American institution—from schools and churches and museums to labor unions and newspapers and government agencies. I even came across a "funeral service public relations counsel," and I noticed that the "Daily Worker" had its director of public relations. The stage of development varies, but even where no public relations specialist is employed, the subject is receiving much attention. What is more, public relations is news to a quite extraordinary extent. If you are doubtful, make a list of the number of references you find to it in the daily and periodical press.

That then is my first main impression—the enormous and growing volume of public relations activities. It would be in-

J. A. R. PIMLOTT is at present on leave from the British Civil Service. He is making a study of public relations in the United States under a Fellowship from the Commonwealth Fund of New York. In this article he presents his impressions after completing half of his stay.

Mr. Pimlott is a graduate of Oxford University (1931); is the author of two social and historical works—"Toynbee Hall: Fifty Years of Social Progress" (1935) and "The Englishman's Holiday: a Social History" (1947). He is planning a volume on American public relations as a result of his present studies.

teresting to know what proportion of the national income it represents, taking everything into account, including public relations advertising, and the cost of preparing all the publicity material which is being put out by amateur as well as paid practitioners. I commend the idea to a Ph.D. student who is looking for an original line of research. Even a rough answer would be of great value to sociologists as well as to the public relations world and the general public. If, as is said, advertising expenditure is of the order of \$4,000 million a year, the figure for public relations must run into hundreds of millions. It is a point for argument, but I suppose the thorough student would include the Communist Party.

Just What Is Public Relations

I wish him well of the project, but I am afraid he will have a hard time from the very outset. His first difficulty will be in defining his terms. As Dr. Harlow said, nobody seems to know what public relations is. Some of its leaders would disown much that goes under the name. Yet they would admit much that goes under other names—publicity, information, even personnel management and labor relations. And the United States Congress has had some experience of the difficulty of disentangling publicity and public relations from educational and administrative programs which also have the result of informing or persuading the public.

Hence the interest of the literally thousands of attempts which have been made to work out a satisfactory definition of public relations. I must have read or heard hundreds of them myself—in the books on public relations, in periodicals like *PUBLIC RELATIONS JOURNAL*, *Public Opinion Quarterly*, and *Tide* magazine, at conferences and informal meetings. It is an interesting phenomenon, and I do not think that the explanation that comes is simply that definition making comes naturally to a group whose main tools are words. It goes deeper. Public relations

leaders are sure that they are going somewhere and getting there fast. What they are not certain about is where they are going. They would very much like to know their destination.

This again is not mere intellectual curiosity. Public relations practitioners need an adequate definition of their activities—for two main reasons. The first is a positive one. They cannot progress much farther towards professional status unless the boundaries of public relations are defined and agreed. Professional status presupposes among other things that those who belong to the profession have a recognized and specialized body of experts to offer the public. The public must know what it is buying when it hires a public relations counsel. At present it cannot be sure.

The second reason is that public relations has yet to justify itself finally to the public. It has to live down a great deal of suspicion and hostility. It is, therefore, important that a rationale should be worked out which will be satisfactory both to public relations practitioners and to the public.

Good Conversation

I have been surprised at the strength of the reactions which the mere mention of public relations gets among the general run of reasonably well-informed Americans. It is a good conversational gambit. That in itself is significant. More often than not the reaction is unfavorable—a shrug or a smile, followed by a deprecatory remark. A business school professor spoke to me of “eye wash.” Millard Faught in *Tide* magazine (March, 1946) wrote of “faith healing” and “patent medicines.” A leading Government official referred to the “bastard art.” It is a “mumbo jumbo”: it is identified with the whitewash brush: it is press agency in its Sunday best. Readers of *PUBLIC RELATIONS JOURNAL* will be familiar with other variations on these themes.

That is one side—and public relations

leaders cannot ignore it. On the other side, I have heard Secretary Harriman telling public relations counsel how they can help in establishing better international relations, and, in the March of Time film, "Public Relations—This Means You," expressing the hope that there would be more public relations activity. By setting up its new School, Boston University has recognized the progress towards professional status, and new public relations courses are appearing every day. There is abundant evidence of the confidence which it enjoys with business. According to its exponents, it is everything from a science to a way of life based on Christian principles. It is the shield of democracy and free enterprise. It is the key to a peaceful world order. And, however much its critics may dislike it, they are finding that they have to turn to it in practice.

An All-Inclusive Term

Whom is the observer to believe? I expect the answer is that there are elements of truth in both views. But it seems to me that some of the discussion is fogged by the tendency of enthusiasts and critics alike to treat public relations as an end in itself, and not as a body of techniques which is equally applicable to good and bad purposes. The reason may be partly semantic. The invention of the term "public relations" was a brilliant stroke. One of its advantages was its very lack of precision, but there was a debit as well as a credit side to the account. The term is used both for what its practitioners do, and, in its literal sense for relations with the public. Good relations with the public are obviously to be desired by any institution: the only question is what is meant by "good". But the establishment of good public relations with the public embraces all the institution's operations from its system of accounting to the architectural layout of its premises, the way in which it answers letters and its arrangements for dealing with complaints and suggestions.

It extends far beyond the scope of any single profession.

In that sense, good public relations is an end in itself, but, if it is regarded as a body of professional techniques, it is as absurd to condemn it as to condemn the internal combustion engine and the atom bomb for the uses men have made of them.

The point is important because it leads to what seems to me to be a misleading emphasis. Some exponents of public relations speak as if it were the mission of public relations to save the free enterprise system, and in consequence many liberals tend to identify it with the uncritical defense of big business. If I am right, there is intrinsically no more reason why it should be employed for the defense of free enterprise and big business than for attacking them. The question is not whether business management is good or bad, nor whether public relations practitioners in their private capacities should take up one side or the other. What the doctor and the lawyer and other professional men have to do is to divorce their professional and private capacities. The answer of the medical profession to Bernard Shaw's "Doctor's Dilemma" can only be that it is not for them to decide who is worthy of their professional services and who is not. Before they can become a profession, public relations men and women must do the same. They must face the same dilemma, and my impression is that its implications have not yet been fully faced.

The same point is illustrated by another development which is perhaps the most important which I have observed. It is claimed that public relations applies the lessons and techniques evolved by the social sciences. It is a branch of "human relations." The public relations counsel, according to a definition by Professor Alfred McClung Lee, is a "societal technician," applying "bedside techniques" like those of a psychiatrist.

The more intimate application of such

techniques is necessarily hidden from the outside observer. It is clear, however, that the development of public relations as an applied social science is only in an early stage. That is the impression given by the case studies which form a valuable part of the literature of public relations. It is what would be expected from an examination of the previous careers of the large majority of its practitioners: their experience lies with the newspapers and other media of communications, and not in the social sciences. They may—as is often said—be practical psychologists, but they are certainly not trained social scientists. The same conclusion is supported by analyzing the courses in public relations which are given at the universities: communications and publicity methods predominate, and the social science training is at the most superficial.

Value of Opinion Measurement

None of this is surprising. That the claim is being made is more important than that it may not be very well founded at present. It is a pointer to the future. It may well be that there are few respects in which as yet the social sciences are sufficiently precise for practical application. On the other hand nothing promises to be of greater significance for the future of public relations than the increasing attention which is being paid to possible uses of social science techniques. The outstanding example is opinion measurement—using the term for all attempts to measure attitudes. All the questions which its practical application raises have not been answered, and its use might sometimes be more discriminating. But it provides the public relations practitioner for the first time with a reasonably reliable precision instrument. It enables him the better to plan his programs, and to assess their results. It promises the disappearance of the hit and miss methods which are still prevalent. It is a major step forward in the evolution of the public relations counsel as a “societal technician.”

In the same category may be included the experiments which are being made in the popularization of publicity material. In some of them the lessons of social science are being applied in a systematic way: in others the approach is empirical but may be none the less fertile from a scientific point of view. There is probably no field in which the possibilities of applying scientific methods are more promising. To mention a few examples which struck me particularly, developments which deserve watching are the growing use of the comic strip, the evolution of readability yardsticks, improved typography, the use of alternatives to the printed word such as movies and plant tours, the efforts which municipalities and businesses are making to simplify and popularize necessarily technical reports to their constituents. On the other hand, there is less evidence than might be expected of the scientific measurement of the effect of public relations campaigns and of alternative techniques.

Many Kinds of Public Relations Workers

So there it is. The picture is confusing. It is necessary to fit in public relations practitioners who call themselves by other names or are mainly engaged in other activities—Government information specialists, university directors of publicity, personnel managers, legal counsel, general executives, city managers. A place must be found for the “societal technician”—and also for the artistic approach represented by the “volatilized thinking” which one firm was advertising as a service to the public relations profession in 1945. Where are you to draw the line between the “public relations counselors” and the “publicity service bureaus” who are listed in the New York City and Chicago telephone directories and who on examination prove to overlap with one another? Is there some subtle distinction between the public relations counselors of New York City and the “public relations

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advisors" of whom, by way of variety, the Washington, D.C., telephone directory speaks? What of the claims of some advertising men, like Henry Obermeyer in *Printer's Ink* recently (February, 1948), that public relations and advertising are aspects of the same thing and should be merged under "directors of public persuasion"?

Yes, the patchwork seems crazy. On the other hand, a pattern is beginning to form. Nothing illustrates this better than two of the chief developments of the past year. The Boston University School of Public Relations was an important recognition of the growing status of public relations, and it is notable that it was built upon the former School of Journalism.

The merger of the National Association of Public Relations Counsel and the American Council on Public Relations was a major move towards the integration of public relations practitioners into a single organization with common standards and a unified approach. But I venture to guess that they will not make much further progress towards acceptance as a profession until by experience and by conscious thought they have worked out for themselves and the public a more sharply defined picture of precisely what they have to offer to society. Until—in other words—there ceases to be point in the familiar joke that there are as many definitions of public relations as there are practitioners.

Public Relations Society OF AMERICA

Membership

Individuals who are of established professional standing in the field of public relations (consultants, directors, teachers, executives who devote a major portion of their time to this function) are cordially invited to membership in the national professional organization of public relations. For complete information regarding classes of membership, qualifications thereof, and membership application forms, address:

Public Relations Society of America

• Headquarters Secretary •

665 FIFTH AVENUE • NEW YORK 22, N.Y.

Book Review Section

"MANAGERIAL ENTERPRISE"

Reviewed by V. Roy Lewis

IT IS ASSUMED as a matter of course that workers in the field of public relations are well versed in the fundamental workings of corporate enterprise and the basic economic rules or forces that affect its destiny.

Mr. Knauth, who is an economist of national stature by virtue of extensive practical experience as well as academic training, suggests that many economic concepts we all use so freely, such as "free enterprise", "monopoly" and other commonly used catchwords, no longer fit the picture.

He outlines the evolution of a new form of economy which he calls "managerial enterprise"—characterized by neither the competition of free enterprise, nor the complete control of monopoly.

He defines managerial enterprise as a "system of production and distribution, unified by policies and controlled by managers, whose main idea is to administer the business that concerns them in the interest of continuity."

Although his definition stresses self-preservation of the corporation itself, Mr. Knauth points out in the chapters to follow the importance of the social forces affecting the corporation and the increasing recognition by management that business duties must be tempered by, and reconciled with the corporation's obligations to society.

In the evolution of these codes of ethics and behavior for the corporation, the public relations worker finds the foundation for his work. Mr. Knauth's book presents a thoughtful and thought-provoking discussion of these factors, enlivened with current case-history references and his

own sound knowledge of practical economics. It is straightforward, interesting and well worth reading.

(MANAGERIAL ENTERPRISE, by Oswald Knauth. W. W. Norton and Company Inc. 224 pp.—\$3.00.)

"HANDBOOK OF PERSONNEL MANAGEMENT"

Reviewed by Brooks Darlington

THIS VOLUME, as its title indicates, is a manual of practical information on work-a-day problems encountered by those responsible for handling employees in plants, stores and offices.

In thirty-one chapters and an appendix, supplemented by lists of references for further reading on each subject, the book gives the full treatment on the more concrete aspects of the subject. Among these are: job analysis, use of tests in selecting employees, training programs, employee merit rating, layoffs and dismissals, job evaluation and salary ranges, employment and supervision of women, the foreman and the Union, etc. Case histories, illustrative anecdotes from actual practice, facsimile reproductions of significant messages and forms and quotations from top authorities add to the usefulness of the volume.

Let ivory tower public relations practitioners assume from the foregoing that this is all too technical and prosaic for them, it should hastily be added that the book likewise deals with phases of personnel management about which PR staff people and counsellors worthy of the profession should have a working knowledge, and to which they may be able to contribute constructive help. Subjects in this category include: recruiting employees, induction of new employees and

information booklets, training employees, wage incentive and profit-sharing plans, employment stabilization, and guaranteed annual wage, getting employees' suggestions, prevention of accidents; health, recreation and general welfare; collective bargaining, labor-management cooperation, etc. Particularly helpful from a PR standpoint are the sections on objectives and guiding principles of sound personnel management and the outline for a self-audit of personnel management—an excellent check-list for those endeavoring to put the "public relations begins at home" preachment into practice.

Nevertheless, public relations people who read this work will be struck with the total absence of any recognition that PR techniques or practices as such do or should play a part in effective personnel management. No mention is made of the assistance that the public relations department or its equivalent can offer on such obvious specific projects as employee attitude surveys, employee magazines or papers, "indoctrination" booklets, etc.—not to mention the broader aspects of sharing information with workers, the effects on employee morale of favorable public attitudes, and the like. Perhaps these were purposely omitted on the grounds that adequate coverage would call for a book in itself, but the effect is to PR-minded readers with the conviction that the vital problem of two-way communication between management and employee has been brushed over far too lightly, even for a semi-technical handbook type of work.

All of which simply highlights one of the "occupational hazards" that must be avoided if a broad-visioned job of human relations is to be achieved: the tendency that many harried personnel managers

fall into or (to paraphrase a phrase) failing to see the *people* for the *papers* on their desk.

(HANDBOOK OF PERSONNEL MANAGEMENT, by George D. Halsey. Harper & Brothers. 398 pp.+IV—\$5.00.)

"SHOWMANSHIP IN BUSINESS"

Reviewed by Mary Pentland

READING this book is like sitting in on a sales meeting. It is idea packed and crammed with names. It is rich in business anecdotes. It is frothy, invigorating, readable. It is what the title indicates—showmanship in business.

Actually this is not as good a book as the larger edition from which it was revised. In condensing a wealth of information into less than two hundred pages, the authors lost the meaty business philosophy that underlies the sales stunts and tricks of showmanship which they report.

Information enough for two books is packed between the covers of this volume. It moves from unrelated incident to unrelated incident, leaving the reader breathless and confused. While the book contains a gold mine of information, it lacks coherence. The authors never dip beneath the surface to indicate the basic problems or situations for which these tonics of showmanship were applied.

Both Kenneth Goode and Zenn Kaufman have the knowledge and the skill to make this a more thought provoking book. Certainly public relations executives who read "Showmanship In Business" will wish that the authors had enriched the book by including more of their own sound thinking. (SHOWMANSHIP IN BUSINESS, by Kenneth M. Goode and Zenn Kaufman. Harper and Brothers. 186 pp.—\$3.00.)

The foregoing books, as well as all others reviewed in this section of the *Journal* from month to month are available to members of the Public Relations Society of America at substantial discounts. Address inquiries to *Journal* office:

995 Market Street, San Francisco 3, Calif.

A Report:

THE EDUCATIONAL COMMITTEE

By REX F. HARLOW, *Chairman*

WHAT are the responsibilities and possibilities of the Public Relations Society of America as far as education is concerned? Should the Society tackle this question boldly, taking less heed of caution than of the pressing need and opportunities for action? Or should it move with slowness and caution, carefully measuring the possible effects upon itself of each step it takes?

To the educational committee the answers to these questions are of prime importance. Not only are they *calling* for action; they are *getting* action. Something is being done about them by the committee. Leaders in higher education, top management and public relations are being contacted and invited to assist in setting up a dynamic educational program for the Society. Already the work of the committee has gained considerable momentum and shows promise of growing into a strong, constructive force for public relations.

Following is a report on the committee's formation, the steps it has thus far taken, and something of the results it has achieved to date.

On March 10, W. Howard Chase, Chairman of the Executive Committee of the Society, wrote: "The Executive Committee has unanimously endorsed your selection as Chairman of the Committee on Education for the new Society."

In the same letter he also said, "There is no need for me to tell you of the importance of this committee in contributing to a sound professional status for public relations . . . I shall be in San Francisco on March 25 and 26 . . ."

Upon Mr. Chase's arrival in San Francisco a meeting of the members of the Society's Board on the Pacific Coast was

held at the Pacific Union Club. Ten members attended. The Society's plans—education among them—were discussed. An outline of a proposed program for the educational committee was presented and endorsed by those present. The program called for modest funds, which Chairman Chase pledged to "find somewhere."

With this authority and a promise of funds, I moved forward in setting up the educational committee and building a program on which it could work. Nineteen members of the Society—educators and public relations practitioners—were invited to serve, with three officers of the Society, EARLE FERRIS, *Chairman of the Board*, VIRGIL L. RANKIN, *President*, and HOWARD CHASE, as ex-officio members.

Those invited are: PAUL S. AMIDON, Consultant on Educational Relations, General Mills; MARVIN M. BLACK, Director of Public Relations, University of Mississippi; RUSSELL CREVISTON, Director of Public Relations, Crane Company; OTIS A. CROSBY, Assistant Superintendent of Schools, Detroit; VICTOR CULIN, Vice President, Chicago Title and Trust Company; KALMAN B. DRUCK, Director of Research, Carl Byoir and Associates; FRED ELDEAN, Public Relations Counselor; DANIEL D. GAGE, Associate Professor of Business Administration, University of Oregon; PAUL GARRETT, Vice President, General Motors Corporation; DR. N. S. B. GRAS, Professor of Business History, Harvard University, and L. E. JUDD, Director of Public Relations, Goodyear Tire and Rubber Company;

DR. HENRY C. LINK, Vice President, Psychological Corporation; FRANK McLAUGHLIN, President, Puget Sound Light and Power Company, DR. ALFRED Mc-

CLUNG LEE, Professor of Sociology and Lecturer in Public Relations, Wayne University; DR. RAYMOND W. MILLER, Public Relations Consultant; DR. WILLIAM A. NIELANDER, Professor of Marketing and Public Relations, University of Texas; DR. GEORGE A. PETTITT, Assistant to the President, University of California; CONGER REYNOLDS, Director of Public Relations, Standard Oil Company of Indiana; DR. CLAUDE ROBINSON, President, Opinion Research Corporation, and LEE TRENHOLM, Public Relations Manager, Provincial Paper Limited.

In the letters of invitation to these men went an outline of a suggested program. It was in rough form only, and the nineteen prospective members and the three officers were requested to comment on it and suggest programs of their own which they would like to see the committee adopt.

Letters also were sent to ninety-six other people—with the program outline enclosed—inviting their comments and suggestions. Thirty are the presidents, chancellors and scholars of leading American universities; thirty are the chairmen and presidents of large business corporations and trade associations; the balance are prominent public relations men and women.

The outline of the proposed program sent to them is as follows:

- 1) Make a careful survey of present provisions for education in public relations, in educational institutions, professional and trade bodies, government agencies, and private enterprises of various sizes and kinds. Develop means for meeting the needs disclosed.
- 2) Build a sound course of study in public relations to recommend to universities, colleges and technical and trade schools, making it adaptable for use also by government agencies and private enterprises as well.
- 3) Provide a clearinghouse for the exchange of teaching methods among the teachers of public relations. If we suggest curricula we should also suggest teaching methods to go with them!
- 4) Secure scholarships in public relations for superior students in higher education institutions. This will help raise educational and professional standards.
- 5) Assist colleges and universities in securing competent instructors in public relations and superior students to take work under them. We need professionally trained men and women with fine minds "coming along" in our profession. This is one way to help get them.
- 6) Plan for an early meeting of higher education and public relations leaders; and later for an educational conference of two or three days in conjunction with the Society's annual meeting in the fall.
- 7) Work closely with the other committees of the Society, and with the educational committees of other national societies, associations and groups which have similar aims and kindred fields of endeavor.
- 8) Launch an educational campaign on behalf of public relations among the communications agencies—newspaper and radio men in particular. Many editors especially are not sold on public relations, as the columns of newspapers and magazines frequently reveal in the slighting or unfriendly statements they contain.
- 9) Develop a band of men and women who can speak on public relations and equip them with constructive material for use in appearing before local, regional and national gatherings. Help them to secure speaking engagements wherever such appear to hold promise of benefit for our cause. Why should we continue to hide the light of our profession under a basket?
- 10) Make a drive on national publications with general circulations to carry constructive articles on public relations. Do the same with professional and trade publications. We have excellent writers in our ranks. Why not use their talents to advantage?
- 11) Help build at least one sparkling radio program on public relations. Law, medicine and other professions have radio programs. Why cannot we?
- 12) Encourage our members to write good books on public relations. Work closely with publishers and the book review editor of the PUBLIC RELATIONS JOURNAL. Our field badly needs more sound literature.
- 13) Cooperate with the Society's chapters by helping to provide them with materials and speakers that will insure *interesting and instructive* meetings.
- 14) Through the JOURNAL, special bulletins and other sources, keep the Society membership informed on what the educational committee is doing. This will help secure members, build prestige for the Society and stimulate a higher quality of service among members.

I wondered what the reaction to my letters and outline would be. My own interest in the educational aspects of public relations was warm and deep. I believe

that the greatest need which our new profession faces is to improve the quality and educational equipment of those who practice public relations. We need more educated men and women whose vision and judgment are equal to the many problems and responsibilities we face as a rising force in society.

We need to help our colleges and universities establish well-rounded courses in public relations, based upon sound principles, well-defined procedures, and proven practices. This we need to do for the sake of the men and women who are pressing in droves to enter upon a serious study of public relations as a profession or life work.

Even more, we need to do it in self-protection. If we stand by and permit shoddy or superficial work in public relations to be offered by higher educational institutions the guilt rests squarely upon our shoulders. The poor, inadequately trained products who are turned out of colleges and university classrooms, in competing with us lower the whole level of our professional achievement. Both they and we are measured and judged by the results—evidence of our own negligence and folly.

Then there is the matter of our new Society. The public, our own members, educators—nearly everybody is expecting *big* things to result from the consolidation of the American Council on Public Relations and the National Association of Public Relations Counsel. People in general want to be *educated* on public relations, what it is, what it does, how it operates, and what its value is as a social force. They expect the professional society in the field to provide this service. Our Society must not fail on this point if it hopes to survive. We must show that we have the vision and courage to win and hold the respect of the leading thinkers and doers in our nation without whose support we cannot grow and prosper. To occupy a position of respect and power in national affairs our society must prove that it deserves such recognition.

This means that many of our own members are as greatly in need of professional education as the public. As a young, growing group, we need a clearer, better understanding of professional standards and how to sell the values in our field to those outside of it—especially the men and institutions we serve and the forces which importantly influence their thinking. We've got a big educational job to do for public relations right among our own members!

All these facts and many others of like nature stand out clearly, it seemed to me. But what would be the attitude of others concerning them? How would the one hundred and eighteen people to whom I had written asking for comments and suggestions react to them?

These questions have been partially answered. Not enough time has elapsed for replies from all the letters I wrote to come in. But already more than ninety have arrived. Among them are fifteen conveying the information that illness and absence from the office will delay answers from the persons so affected.

Enthusiastic Response Is Significant

The significant thing about the replies is the almost unanimous spontaneity and enthusiasm of the senders in endorsing the proposed program for our educational committee. The letters range in length from the two-line communication of G. Edward Pendray to the four-page, closely packed reply of Dr. Raymond W. Miller. The conclusions of these two men are the same, however. Says Mr. Pendray: "I think your outline of the educational committee's program is excellent and most complete." Says Dr. Miller: "I believe in the worth-whileness of the committee and the Society's educational program. . . . A meeting (between educators and members of the committee) should be held at the earliest possible moment."

Thirteen of those invited to serve on the committee have accepted. Three have

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declined. The others are yet to be heard from. Those accepting are the Messrs. Amidon, Black, Creviston, Druck, Gage, Gras, Lee, Miller, Nielander, Pettitt, Reynolds, Robinson and Trenholm. Mr. Rankin and Mr. Chase have said they will work with the committee as much as they can. Mr. Cullin, Mr. Garrett and Dr. Link are unable to serve. Word is yet to come from the Messrs. Ferris, Crosby, Eldean, Judd and McLaughlin.

Contents of Letters

Contents of the more than ninety letters received fall into a few broad classifications: Approval or disapproval of the program; emphasis on the part or parts of the program which should receive first attention, particularly those having to do with our own members and those dealing with the public at large; doubt about the advisability of undertaking the suggested radio program; approval of an early meeting between leaders in education and public relations to discuss the committee's program, and a suggestion that this meeting be held in Denver, June 23-27, simultaneously with the annual meeting of the American College Public Relations Association; additional ideas for the committee to consider.

As previously indicated, approval of the proposed program is almost unanimous, and quite enthusiastic. However, there are two or three public relations men who are strongly opposed to it. And through several letters runs a note of caution, the suggestion that our committee move slowly and not undertake more than we can do with safety and effectiveness. In general, however, the letters say: "Full steam ahead and damn the torpedoes."

Typical *pro* comments are:

Nelson W. Aldrich, Director of Public Relations, Utah Copper Company, Salt Lake: "Your suggested program seems excellent, and particularly I send you my best wishes for actually getting something under way. There has been so much talk and little action along this line that I am glad to see you assume the job of getting something done."

Benjamin Fine, Education Editor, The New York Times (Nobel Prize Winner): "I think this move should prove extremely valuable in the field of public relations. The suggestions that you outline, if put into effect, would elevate the field of public relations to an extent unheard of in this country. I think that your constructive work is doing more to improve the general field of public relations in the United States than any other single development."

Lee Trenholm, Public Relations Manager, Provincial Paper Limited, Toronto: "That was an intensely interesting and stimulating outline you wrote. . . . Please consider me at your complete disposal for effecting north of the border any of your committee's plans or projects."

Howard M. LeSourd, Dean, School of Public Relations, Boston University: "Your letter of April 12 was a source of joy and inspiration. From the very beginning of our planning for the Boston University School of Public Relations I have longed for some sort of blueprint from the basis of which a program of education in Public Relations could be built. Your proposed action through the appointment of an Educational Committee is certainly the most constructive plan that has been advanced."

John Dale Russell, Head, Division of Higher Education, U.S. Office of Education: "The ideas in your letter of April 13 and the accompanying mimeographed statement are interesting. It seems to me it would be especially helpful to bring together a group of people, some of whom are active in the field of higher education and others in the field of public relations."

William Harshe, Public Relations Counsel, Chicago: "I think you have covered in your basic outline much of the work expected of a strong educational committee. . . . I will be glad to assist in any way possible."

Alfred McClung Lee, Professor of Sociology, Wayne University: "There is certainly a pressing need for crystallizations of course outlines and curricula (graduate and undergraduate). As you are well aware a lot of very incompetent work is being done and endangers the whole future of public relations education. . . . Your letter presents an excellent program."

Hazel R. Ferguson, Vice President in charge of Public Relations, Butler Brothers, Chicago: "Your program seems to me complete."

N. S. B. Gras, Professor of Business History, Harvard University: "The jobs to be done are pretty much as you enumerate them. To me the ulterior meaning of public relations is a growing social philosophy in which private business enterprise will be understood and appreciated by the academic and public groups. . . . Of course there is the danger that the whole effort is coming too late."

Kalman B. Druck, Director of Research, Carl Byoir and Associates, New York: "There is no question that this Committee can do a great deal of urgently needed good on behalf of public relations as a whole."

Harwood L. Childs, Professor of Political Science, Princeton University: "Your program is certainly comprehensive. Nos. 1 and 2 seem especially important to me."

A. John Bartky, Dean, School of Education, Stanford University: "Your outline was most excellent. If I can make a contribution of any sort please call me."

Paul S. Amidon, Consultant in Charge of Educational Services, General Mills, Minneapolis: "Your outline of suggested activities and functions of the committee offers a real challenge." **William A. Nielander**, Professor of Marketing, University of Texas: "Your letter was truly a breath of spring . . . I must say you have put me up in the clouds. . . . The program is excellent as you have outlined it."

Raymond W. Miller, Public Relations Consultant, Washington, D.C.: "Your idea to make this a working committee rather than one purely in the field of speculation and abstract ideas is the thing that will make the whole activity one of increasing and continuing service."

Russell Creviston, Director of Public Relations, Crane Company, Chicago: "Your points are all sound and constitute a long-term program. I see no reason why they should not be adopted and work started as soon as the staff of the national organization is in a position to give some degree of assistance."

George F. Zook, President, American Council on Education, Washington, D.C.: "It seems to me that something of this sort should prove to be very helpful in the whole field of education and particularly higher education."

Ken Wells, Director of Operations, The Joint A.N.A.-A.A.A.A., Committee on Improvement of Public Understanding of our Economic System: "There is a very real way the public relations profession through the Public Relations Society of America can be of tremendous power for good through the education interest already shown."

Verne Burnett, Public Relations Counsel, New York: "I like most of your suggested 14 points but . . . our very first efforts should be mainly to do what we can *internally* to improve this field which is edging toward professional standards. Many practitioners can develop a greater realization of the trusteeship involved in counseling, provided they are exposed to the proper education."

Holgar Johnson, President, Institute of Life Insurance, New York: "I think you have done an admirable job in including all of the things which probably should be done and which

would form an over-all program with long-range objectives. . . . I am delighted to see this work that you have undertaken and wish you the best possible success in its development."

John W. Darr, President, Institute of Public Relations, Inc., New York: "I could write a letter and use up a lot of words and space, but I don't believe I could in any way improve upon the outline suggested."

Marvin Murphy, Director, Public Relations, N. W. Ayer and Son, New York: "You have covered the subject so thoroughly that I can think of nothing to add to your outline, nor would I take exception to anything you have in it."

Anti comments, while few in number, are from respected, thoughtful members of our profession:

Conger Reynolds, Director, Public Relations, Standard Oil Company of Indiana, Chicago: "I don't think it the province of our Society to promote teachings of p.r. in colleges. It should leave that to the colleges and universities to decide and plan as they like and exercise influence rather to keep them from flying the kite too high in dealing with the subject."

"As for campaigns to sell p.r. in the abstract to the communications agencies, I am for moderation. The best way to gain respect for p.r. is by working within our own profession to raise its standards and dignify its work. I don't find able editors taking a slighting or unfriendly attitude toward practitioners who are deserving. They seem to respect ability where it shows up. By our examples in p.r. work I think we can win more than we can by speeches or drives in behalf of p.r."

"This holds, too, with respect to articles. I don't want to crusade for national publications to tout p.r. If as writers we can offer some stories about p.r. worth space in the publications, I'm sure the editors will be glad to consider them, but let's get the publicity that way—by earning it—rather than by any hoop-la."

"On this basis your number 12 appeals to me as good, but I don't favor a radio program. Nor do I favor our providing a clearing house for teaching methods. That is something for teachers' associations. We should be observers and counselors. I favor our helping colleges to obtain good teachers where p.r. courses are put in and also doing anything possible to encourage the right kind of students to take an interest in p.r. But always, I think, we should be *practitioners*, simply advising college administrators, teachers, and students, without any formal managing or programming."

"Your 14th, 7th and 13th suggestions strike me as indicating proper activities."

Franklyn Waltman, Director, Public Relations, Sun Oil Company, Philadelphia: "My first reac-

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tion is that it is a very ambitious program—so ambitious, in fact, that it undoubtedly would take a number of years to fulfill. It has been my experience that when an organization—and particularly a young organization—attempts to do too much, it usually accomplishes little."

Opinion seems to be fairly evenly divided on whether emphasis should be placed more heavily upon the *internal* or the *external* aspects of the program. It is evident that both are considered important, and consequently both are likely to find their way into the program finally adopted. The truth is that both are parts of the same piece; neither can be left out of a rounded program.

No Radio Program

Several persons object to the idea of developing a radio program for public relations. Only a voice or two are raised in support of it, which seems to indicate the idea likely will be dropped.

On no other points does there appear to be such unanimity of thinking as on 1) the desirability of assisting higher institutions of learning to set up sound courses of instruction, secure competent teachers, enroll able students and develop scholarships in public relations; and 2) the value of holding an early meeting of leaders in education and public relations to discuss the program of the educational committee. It would seem that these are considered as *musts* for our committee.

However, on the matter of working with colleges and universities some sound advice is given by several respondents. The following from Emerson Reck, Director of Public Relations, Colgate University, is a sample of the line of reasoning advanced:

"I would urge that Public Relations Society of America work slowly and build soundly relative to Objective No. 2. I frankly would urge that the effort be made only with top-notch institutions. Otherwise, we will find scores of small colleges and technical and trade schools giving so-called courses in public relations when their teachers are in nowise qualified either by back-

ground or training to present such courses. The result would be for public relations teaching a black eye similar to that which journalism instruction suffered and from which it is still suffering.

"The objective of scholarships in public relations is a good one, but I would urge that we go slow, urging scholarships only as we felt the work of particular institutions warranted these awards. The work itself should measure up to the very highest standards. Otherwise, we shouldn't encourage anyone to expose himself to the work, even if he were receiving a scholarship."

Letters from educators are full of questions and comments on technical and professional points to be settled before sound working relations can be established between members of their field and ours. They indicate how keen is the interest of their group in what our committee is going to do. They show also something of the great need for help of the kind which our Society can, and I hope will, give.

Advice and common sense point to the desirability of holding a meeting of the educational committee in Denver during the American College Public Relations Association annual convention, June 23-27. An effort will be made to arrange a meeting according to this schedule.

Funds Needed

Lack of funds could cause abandonment of plans for the meeting, however. Unfortunately, the Executive Committee is having difficulty in providing the educational committee with the modest sum it needs to carry on. Chairman Chase writes that an effort to procure the desired funds is being made and in time they will be forthcoming.

With a little money, assistance from national headquarters, and the support and aid of Society members, the educational committee can undertake and carry through a program that will be helpful not only to our new Society but to every man and woman who practices public relations in the nation.

THE MARKETING MAN IN P. R.

(Continued from page 24)

fortunate situation since in this country, agriculture is important to city life and relations. Marketing men are just beginning to appreciate the value of farm business and the rapid changes that have taken place in agriculture in recent years. Here is a golden opportunity to bring about a union of interests to the benefit of all. Farm income and purchasing power are high at present and are likely to remain so for some time.

The overall activities of a company in its relations with all publics—customers, trade, government, community, stockholders, employees, suppliers, creditors, media—are of *vital* importance to the marketing man. Without good relations with any of these publics, the marketing man finds considerable difficulty in carrying out his major responsibility—*selling the product.*

DR. WILLIAM A. NIELANDER is professor of marketing and public relations, and member of the cooperating faculty staff of the Bureau of Business Research in the College of Business Administration of the University of Texas.

He came to the University of Texas in 1936 as associate professor of marketing with a broad background of experience in private business, trade association work, and public service. From 1941 to 1946, while on leave of absence from the University, he was associate director of the Food Rationing Division of the Office of Price Administration and head of the marketing department at Shrivvenham University. Out of his OPA experience came his book on "Wartime Food Rationing in the United States," published early in 1947.

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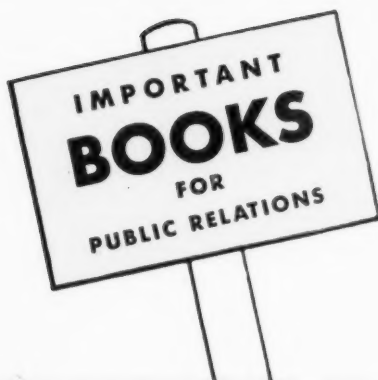
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